



**UNIVERSITY OF KELANIYA – SRI LANKA**  
**Centre for Distance and Continuing Education**  
**Faculty of Commerce & Management Studies**

Bachelor of Commerce (Special) Degree Third Year Examination (External) – 2024

May – 2026

**BCOM E 3015 - Human Resource Management**

**No. of questions: Six (06)**

**Answer any five (05) questions**

**Time: 03 hours**

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**Question No. 01**

A medium-sized company Ltd. faces declining productivity, high employee turnover, and low morale due to poor management, lack of training, and ineffective communication, affecting overall performance.

a) Define Human Resource Management and explain its key objectives.

(06 Marks)

b) Discuss the evolution of HRM from Personnel Management to Strategic HRM.

(06 Marks)

c) Using the above case, explain how effective HRM practices can improve organizational performance.

(08 Marks)

**(Total 20 Marks)**

**Question No. 02**

a) Explain the concept of Human Resource Planning.

(06 Marks)

b) Describe the steps involved in the HRP process.

(07 Marks)

c) Discuss the challenges faced in HR planning in modern organizations.

(07 Marks)

**(Total 20 Marks)**

**Question No. 03**

- a) Differentiate between recruitment and selection. (05 Marks)
  - b) Explain various sources of recruitment (internal and external). (05 Marks)
  - c) Discuss the effectiveness of different selection methods used by organizations. (10 Marks)
- (Total 20 Marks)**

**Question No. 04**

- a) Define training and development and explain their differences. (04 Marks)
  - b) Describe the systematic training process. (05 Marks)
  - c) Explain the concept of performance management. (05 Marks)
  - d) Discuss different performance appraisal methods. (06 Marks)
- (Total 20 Marks)**

**Question No. 05**

- a) Define compensation management. (04 marks)
  - b) Discuss how compensation strategies contribute to employee motivation. ( 08 Marks)
  - c) Explain the relationship between compensation and performance appraisal systems. (08 Marks)
- (Total 20 Marks)**

**Question No. 06**

Select four up the following topics and write short answers:

- a) Discuss the role of trade unions in organizations.
- b) Explain methods of resolving industrial disputes.
- c) Explain the impact of globalization on HRM.
- d) Discuss the role of technology in HRM (e-HRM).
- e) Evaluate current challenges faced by HR managers in the modern workplace.

**(05 Marks X 04 = Total 20 Marks)**